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ABSTRACT

This document provides a transcript of an interview with Dr. Krzysztof Pawlowski, founder and president of the Wyzsza Szkola Biznesu (Higher Business School) of National-Louis University (WSB-NLU), the first private higher business school licensed by the Polish Ministry of Education. First, Dr. Pawlowski describes his initial establishment in 1991 of the Podhale Business School (PBS), a post-secondary institute for secretaries and managers in Nowy Sacz to address the shortage of professional people in post-communist Poland. Then, the PBS is described, indicating that it opened in October, 1991, with 64 students, providing a general two-year program in intensive English and computer and secretarial skills, with the best students recruited for a third year or the manager program. Then, the foundation of the WSB-NLU in 1992 is described, reviewing Dr. Pawlowski's initial contacts with and proposal to the National-Louis University in Chicago, Illinois, to establish a business school; the school's goal to provide professional skills and 22 hours per week of English instruction to medium- and low-level managers; and the recruitment of faculty for the WSB-NLU, indicating that about 25% to 30% are from the United States. Next, the operation of the WSB-NLU is discussed, indicating that faculty net about $450 for 24 contact hours per week and student tuition covers about 80% of the budget. Finally, Dr. Pawlowski reports that student quality is increasing and that plans are underway to establish departments of public administration and business law. (ECC)

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by

James Paradiso
Krzysztof Pawlowski

December 1993

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From the Grass: An Interview with Dr. Krzysztof Pawlowski, Rector of WSB-NLU in Nowy Sacz, Poland
By James Paradiso

Krzysztof Pawlowski was born in 1946 in Nowy Sacz, a resort region in southern Poland. In 1969, he received a doctorate in physics from the Academy of Mining and Metallurgy in Krakow. From 1969 to 1989, Dr. Pawlowski worked in the research laboratory of the Sadeckie Zaklady Electro-Weglowe, presented 43 papers at professional research conferences, co-founded the Polish Graphite Society, and founded the Club of Catholic Intelligentia in Nowy Sacz.

In 1989, backed by Solidarity, Dr. Pawlowski was elected to the Senate of the Republic of Poland. Following his election, Senator Pawlowski co-founded the Christian Democratic Party, Grant of Life Foundation, Nowy Sacz-Podhale Chamber of Commerce, and Business Centre Club.

In 1991, Senator Pawlowski established the Nowy Sacz-Podhale Educational Foundation and founded a post-secondary school for secretaries and managers in Nowy Sacz. In 1992, he co-founded with National-Louis University (NLU) the Wyzsza Szkola Biznesu (Higher Business School) of National-Louis University (WSB-NLU), the first private higher school of business licensed by the Polish Ministry of Education. Dr. Pawlowski currently serves as Rector[1] of WSB-NLU.

December, 1993
Chicago, Illinois, USA

James Paradiso: What conditions led to forming or establishing the post-secondary school for secretaries and managers during 1991 in Nowy Sacz?

Rector Pawlowski: The first idea of the school was after my first experience as a senator when I tried to establish a new chamber of commerce and some special

network of private businessmen. But, I very early understood that the main problem now in our economy is not only lack of money but also lack of professional people.

I got, for example, for many of my political friends internships as managers. I had the problem with finding the people who know or speak in English or in German. In October of 1989, I visited Germany and visited a business school in Koblenz.[2] And what a shock it was for me when I realized that this is what I must do.

After that, in 1990, I tried to find some supporters, governmental or some different sources, to find the money. And in the last month of 1990, I met Per Nilsson, my friend from Sweden, who gave me very big support, not only advisory support but also financial support. The first donation was from the Swedish Special Agency for Foreign Development.

Paradiso: How did you meet Per Nilsson?

Pawlowski: How? It wasn't my success. I don't know who organized, managed, me that I exactly met the proper person at the proper time. When I tried to find some supporters in the Polish Confederation of Employers, one of my friends, who was general director of the confederation, told me that I have for you this maybe good person. And, it was Per. And, we met, and I remember exactly this first meeting, because it was very fruitful and successful. And, after that, we started to prepare the proposal to Swedish government. And, in the same time, because of the meeting with Per, I tried a way to get first and only one donation from the Swedish government, 700 million zloty.[3] It was a lot in 1990. There was also the special donation from one of our Ministries for Higher School and Techniques and Higher Education. And, after this, I was not sure but was expecting that we got this donation, and we got, can expect also, this Swedish fund, I decided to establish in January,

1991, a special foundation.

Why a foundation? Because I didn't want to be owner of this school from political point of view, reasons, I can say. I invited several person, my co-workers and friends from Nowy Sacz, mainly, and Nowy Sacz provinces, and we established in January, 1991, foundation we named the Nowy Sacz-Podhale Educational Foundation. And, we collected in that time 23 million zloty, it does mean about $2000, and we started from this seed money. And, after that, in the difference way but mainly through my co-workers in Nowy Sacz Chamber of Commerce, which I was and I am president, we started to build project.

Paradiso: What were the school's mission and name?

Pawlowski: We had a typical system in Communist countries. It does mean, first primary, after that secondary school. It does mean general gymnasiums, lyceum, and technical high school. It does mean, all the school was on the high school level and, after that, full university or academy - five years with Master's degree - and only a few state post-secondary schools. In your meaning is college but not on the higher level. It's in between high and higher level. And, the name of the school was the Nowy Sacz Podhale Business School.

And, it was focused for two topics: preparing professional secretaries and medium level of managers. It does mean, the general program was two years' program with intensive English and some computer and some different topics which are necessary for good secretary. And, in the second year, we plan to recruit the best students for this third year, especially for the managers' program. And, of course, it was completely our program. I had no experience on this topics. Nobody in Poland had experience. It was maybe, I can say, children imagination about the program. But, we, with assistance of Peace Corps and UNDP Umbrella Project, we started first in October,

1991, with 64 students.

Paradiso: With respect to the teaching and the teachers, the faculty, how did you recruit your first faculty?

Pawlowski: It was the mixture. It does mean few voluntary from the Peace Corps and UNDP, mainly for English program - teaching of English - and about 10 to 12 faculty from Academy of Economics from Krakow that we recruit independent. But, also, Per Nilsson prepared some special course in Krakow for over 20 person, intensive course preparing the future teachers for our school.

Paradiso: So, the first faculty was made up of Peace Corps volunteers and some Polish faculty and UNDP.

Pawlowski: Yes, UNDP, the United Nations Development Program, is special UN program for developing country, and one of their projects is named Umbrella Project. And, they send people without money. Everything was paid by UNDP.

Paradiso: Did you contact the Peace Corps, UNDP, and the others, or did they contact you?

Pawlowski: We contacted them. We tried to find some sources. We tried different ways for different occasions, because we had no money and no people in Nowy Sacz. All this project was built from the grass.

Paradiso: Did you have any say in the selection of the faculty, or did you take what you received?

Pawlowski: We tried to, from the first moment, especially with the Polish faculty, to

select. But, through UNDP, we can a little select, with Peace Corps also, but very slight, only a little. There were some mistakes at that time. One was almost a disaster, but it's better to forget about it.

Paradiso: You said that Per Nilsson conducted a training session for about 20 faculty in Krakow. Were they a mixture of faculty: Peace Corps, UNDP, and Polish?

Pawlowski: Only Polish, and it was a mixture between people after doctoral dissertation. Also, a few students in the last year in the Academy of Economics just before graduation. From this group, only a few people now, three people, work with us continually.

Paradiso: When all of the faculty finally arrived at the school, faculty from the Peace Corps, UNDP, and Krakow, was there an orientation session, some early meetings, to brief new faculty about the school's policies, procedures, student body, and curriculum?

Pawlowski: Yes, but I can say that we had all time in this first year problems between our expectations and our possibilities. And, we all this time, maybe, go too quick. But, in our situation, was the problem that if you built a normal program, normal system, you must spent one year waiting for the start. I am very proud now, but it makes me many times very nervous. And, a few times we had almost on the edge of disaster, because we were too encouraged, too brave. But, this was almost on the edge of nonresponsibility. You know, it was the problem. From a professional point of view, from a managerial point of view, it would be better to create a full curriculum and full syllabi. But, we had the problem that we had the money. It does mean, we tried to find some support, but it's easier to find support from different sources if you have working project not only in your head or the written form project.

And, because I decided to start in 1991, I am sure that if I would wait one year, this school would not be what it is now. And, I think that we find some niche in proper time and in the proper place. But, it was very dangerous, if I recognize and review the situation from today, my knowledge, and today my experience.

Paradiso: Who developed the curriculum and syllabi? Did the faculty develop the syllabi, or did you and Per Nilsson, or some other group do it?

Pawlowski: It was a mixture. First, I think it's better to think about the program. Developing the program was the result of many hours of discussion with Per Nilsson, with Irena Peszko[4] and Kazimierz Pazgan.[5] It does mean, a mixture, and one person from Krakow, who was director of the not-private but business school situated in, close to, Academy of Economics in Krakow. And, it was the result of many discussions, expectations of the businessmen, entrepreneurs, some experience of Per Nilsson as our main consultant, and some experience from Academy of Economics, and my imagination, I can say, not knowledge.

Paradiso: What was Per Nilsson's position at that time? Was he working for the Swedish government or for a Swedish management consulting firm?

Pawlowski: He was, through our foundation, appointed as the first general director of the school. Because after this disaster with this person I mentioned, we asked him about agree for that. He especially worked for a consulting firm in Sweden, and this firm got this grant from Swedish government.

Paradiso: I understand that the Peace Corps and United Nations compensated faculty they sent to the school. Did you compensate faculty from the Academy of Economics in Krakow?

Pawlowski: We paid not as a regular salary but paid for hour. It does mean, we fixed as, I can say, result of our discussion what they expect and what we can do, and prepared some contracts, but paying for hours to try to decrease the cost.

Paradiso: Where did faculty live during the first year?

Pawlowski: Some of them lived in palace in Nawojowa[6] in single room with bathroom. It was not very beautiful but not bad.

Paradiso: What was the total number of faculty the first year?

Pawlowski: If you added every, all, people which had some courses, I think it was several persons for 64 students. And, only, I am very proud, only three person as a full administration.

Paradiso: During the first year, were there any staff development activities or any activities to train the teachers to teach better?

Pawlowski: No, and I understood very early that we must to find some professional support. It does mean, we must base on some professional business program and professional English program. And, because of that, I started to find some cooperation institution in the West. And, the natural place, when I thought to start it, was Chicago because of the special relation my province with Illinois.[7]

Paradiso: How did your special relationship with Chicago lead you to National-Louis University?

Pawlowski: When I was in the second visit, it was just after starting in the first year, after inauguration in October or November, 1991, I asked my Consul, Hubert Romanowski,[8] from General Consulate in Chicago to try to help me, to assist me, to find some college. And, I remember that I had some addresses, between them some church college in, close to, Chicago, but this contact was not good. And, Consul asked me about meeting with some person from Chicago. I forget, lost, his name. He tried to establish in Poland a telecommunications firm. And, this person mentioned first time NLU, that NLU tried to find in Poland some cooperators.

After that, through written the letters, we organized the visit in Nowy Sacz, the first visitors from NLU. It was maybe November, 1991. It was, I am sure that, Ed Rund, Bogdan Pukszta, and maybe Ed Risinger.[9] And, I remember only that I was in Warsaw. It was for me impossible to be in Nowy Sacz. But, Per Nilsson specially flew from Stockholm. It was almost 40 centigrade temperature.[10] It was terribly cold. But, that is very important contact. And, our visitor was typical checking visit, I can say. It does mean, this group also visited other colleges and universities. But, they decided to start with us as a new school. It does mean, with new school it is easier to build program without some disturbing from the old faculty.

You remember that in Poland our special Academy of Economics were terribly influenced by Communists. And, up to now, only few - especially Krakow and Poznan Academy of Economics - crossed this burden and had very modern and very good program and, step by step, changes of faculty.

Also, in this school, you can find very old, not in the age but old manner, people who still try to not teach Communist economy, but have no experience, no real experience,

no knowledge about normal economy.

Paradiso: During the first year the school was operating, were faculty evaluated? Was their performance evaluated or assessed in any way?

Pawlowski: No. Let's reach into my general feelings and understanding now that we are, goes, too quickly forward. But, in that situation, because it was combination faculty, it was very difficult to combine these two groups and to work in a normal way. And, it may be that the main reason that I decided as much as possible and as quick as possible to find some professional institution it was the problem with learning of English.

We divided people in four groups. And, in this group was people on the different level. And, the best of them they lost the time, and the weaker had no chance to improve their English. And, it was a very big problem. And, I understood that the way for building our, to develop our, original program to teaching English is too long, and it's impossible. It's necessary, that is, to find this professional.

It does mean, we have general image, I can say, rather than syllabus. We have the names of topics, and we allow our business faculty from Krakow, from Academy of Economics, what they try to choose, to find carefully, but allow them to realize their syllabus.

Paradiso: What sorts of problems did the faculty face in the early days of the school, what sorts of challenges with respect to teaching students?

Pawlowski: I think that everything was new. And, in that way, we had, of course, one computer lab. We had one language laboratory, but all this modern, I can say,

techniques was very difficult to use if you have no professional program. And, of course, we started in first year with marketing. The professor for marketing was Per Nilsson who was very good, especially on this topic. And, we started also with computer programs. And, my co-worker, Witold Wilk, was our instructor, but I think that faculty had the problems with accepting our style of work. As because it was only few person in administration and organization was very weak, structure was built in the same time that the students have their classes. And, we had no procedures, no structure, and everything was, I can say, it was very creative year but very dangerous, too.

Paradiso: You've described the situation in the first year. How is it different today?

Pawlowski: Well, it's completely different, I can say. It's very difficult to imagine. Of course, it's the first project in my life who absolutely overgrow me. Because my plan for the school was very simple: to create the school for about 300 students, as a maximum load in palace, and get the professional skills but rather on the medium and low position in factories, not typical high managers and top managers.

The first, we have very good program of teaching English. From this point of view, the cooperation with NLU is a very big success. Of course, we have the problem with materials, up to now with textbooks and something like that, because of the problem with money. But, this program is very professional, and quickness of changes - the level of English with my students - is incredible. And, after first year, it's for me impossible to speak with my students in English, because they are better than me.

It was the tricky words, I decided to show on, in, our inauguration ceremony this year. And, the Rector from the Academy of Economics now tell many people about it. It was that one year ago, I asked him to bring with him for the ceremony professional

translator. And, in this year, three my students translate after first year. First-year students, after one year work with us, translate all official lectures on the inauguration ceremony. And, my translator hasn't got this pages before, because I started to write this paper in this day which I give this lecture, as a rector lecture, in inauguration ceremony. And, the rector was incredible impressed by that. And, he showed this situation for many people as a very good signal that this school is absolutely professional. But, you remember, our students have 22 hours per week English. It's incredible. It's four to five times more than in the other schools in Poland.

Paradiso: How are faculty recruited today?

Pawlowski: Today is a very regular and very procedure way, and, I can say, professional. Business faculty are recruited by the Head of our Business Department, Dr. Marek Lisinski, and he was full professor in the Academy of Economics. He decided to work with us as a stable person and replace to Nowy Sacz. And, it does mean, he stopped his work in Academy of Economics, and will work on absolutely full-time in Nowy Sacz. And, the first, we had four full professors, appointed by me, who are the stable top, I can say, for the managerial topics from Academy of Economics. And, now, we have more and more from very serious professors, not only from Krakow. And, we can choose between different offers and step by step to establish the school that the same professor in the next year will be instructor for this same topics.

But, generally, I have the agreement with the Rector of the Academy of Economics, who has no money for new assistance from the best students from the last year, graduates, that the graduates, who will start to prepare their doctoral dissertations at the Academy of Economics, will teach in our school. And, I will pay them salary, and I order to them to spend two, for example, days per week or a few weeks in the year in the Academy of Economics to work under doctoral professor supervision. In that way, some of them, after this two- three years, return to Academy of Economics as doctors.

But, I am sure that almost all of them will return.

And, you remember, that is the most talented, will be the most talented, people from Academy of Economics. And, I think that this project will start now, and in the next 3-4 years, I will try to recruit, in that way, eight to 10 persons which will live in Nowy Sacz and work only in Nowy Sacz with us. And, I will try to, year after year from our graduates, find one-two person per year to get them the chance to enter MBA -some of them in Academy of Economics and some of them in the Western university - and create in that way, step by step, our faculty.

I think that I need for that about eight to 10 years to create the group - stable, working only in Nowy Sacz, living in Nowy Sacz - of professors which can allow me to convert Higher School of Business in full university also with Master degree in 2002.

Paradiso: How many of your faculty, what percentage of your faculty, are from the West?

Pawlowski: In the moment, from the business faculty, only one professor. But, 12 English teacher is from the West. It does mean, generally, in this moment, we had living in Nowy Sacz 13 person from the West for about 40 faculty. It does mean, 25 maybe 30%. If you added to this group this year nine professors from Fresno State,[11] but they spend only one month each, per one person, you have almost 50%.

Paradiso: So, you have some from NLU, some from Fresno State, still some from the Peace Corps...

Pawlowski: Only two from Peace Corps...

Paradiso: Still some from UNDO?

Pawlowski: Not. The 10 person is three from the UK, and seven, as I remember, from the USA. In that group, is also Lisa Eret[12] who was sent through NLU.

Paradiso: How are faculty compensated?

Pawlowski: Our English teacher has offer, generally, that they get salary on the level $450 after taxes - It does mean to their hand, to their pocket, $450 - and, also, health insurance, also single room with bathroom. We rent in Nowy Sacz few houses now for this people. And, also, repayment air tickets to Poland, two levels up to $700. If teachers spend with us one year, we reimburse 100%. If somebody spend only half a year, 50% this air tickets. Our requirement, 24 contact hours per week, is a full contract. We also added to that, as a special, Polish lessons for our foreigners. It does mean, if they want to learn in Polish, is possible to our English teachers.

Paradiso: Where do the funds come from to compensate faculty?

Pawlowski: Where I find the money. In this moment, students pay maybe about 80% day-after-day education cost. It does mean, I must compensate this 20% to the budget from the different sources, and all investment are from the donation. I can say that not typical fund-raising work, because up to now it's very bad. But, it's very difficult to build normal fund-raising system in the Poland that you have very big, very bad tax solution. And, up to now, donation are based on my personal, I can say, meetings and friendship with top managers in Poland

and top owners of biggest companies in Poland. And, I established in this year special advisory board to try to honor in that way the biggest donators. And, one bank, for example, got me up to now 900 million zloty, it does mean, almost $ 400,000.[13]

Paradiso: Is that a loan?

Pawlowski: No loan, as a donation. And, a second very big company got me almost 700 million zloty. And, in that way, I collect the money from maybe several places, companies, to compensate our budget deficit and also cost of renovation, new building, and to buy equipment. But, very early in the first year, we've got very big donation from Polish-German Cooperation Fund. It's guide by special Polish and German Board of Directors. Is the money from very big loan from 70s. It means jumbo loan. And, this money create very huge foundation, this Polish-German Foundation. And, I offered to them that I will teach German as a second language if they got the money. And, they got us about 3 billion zloty -it does mean, $ 1.5 million[14] about - for German salary, for invests more than 1 billion zloty, and also for special scholarship system.

Paradiso: What sort of training, if any, do new faculty get now before they start teaching?

Pawlowski: Only English and German faculty has a special programs. Lisa Eret prepared this faculty, English teacher, from 15 of September, the first two weeks. And, I order from very professional English-German school from Berlin special course for my faculty, German teachers. And, this one-week seminar started exactly yesterday in this break time in the school.

Paradiso: Do faculty take the course in Germany or in Poland?

Pawlowski: In Poland, in Nowy Sacz.

Paradiso: What is the nature of the course? What kind of course is it?

Pawlowski: For the German faculty? Creating in this week syllabi for our German, learning of German, in our school. Is very experienced school, language school from Berlin, which send me one or two people to establish with us our German teacher syllabi and establish stable program of learning German. We paid for that.

Paradiso: How are faculty evaluated today? Are they evaluated? Is their performance evaluated or assessed in some way? For example, do students complete evaluations of their teachers?

Pawlowski: Yes. On the end of all courses, students have form to evaluate, very personal. And, after the last year, I resigned from one person, very famous Polish professor. Our students haven't accepted him. And, expectations our students are very high. I think it's maybe too high, too much, two times higher than normal school, university, and academy. After today, it does mean, it's very difficult to get good evaluation from our students.

Paradiso: Did students evaluate the faculty during the first year, or is this something new this year?

Pawlowski: In the first year, no. This evaluation first time was preparing through Fred Widlak and Alex Koohang.[15]

Paradiso: So, the first evaluation took place during the 1992-1993 school year?

Pawlowski: Yes, through NLU.

Paradiso: How about you? As Rector, have you developed a system for evaluating faculty?

Pawlowski: Yes, but in this moment, I replaced my responsibility for that to Marek Lisinski. It's very difficult, but it's necessary start to replace my responsibility to the lower position. I think it's necessary to delegate as much as possibility to the lower level. And, first time in my life, I can manage for almost 100 people now, because our administration with all people increased to 40%. And, about 40 faculty together is 80 person.

I must say that, Jim, that I understand and recognize what I did when I checked structure in Polish university. That for 3000 students, normally they must have more that 1000 people working in the different level in the administration, in the staff. If you added to this number the jobs, for example, with dormitory, some special market for clubs, and restaurants, I can create in Nowy Sacz enormous number of jobs. It was absolutely the last moment I understood this, that I started to make something special that is absolutely impossible to build in Nowy Sacz: for example, businesses for 1000 workers. And, I think that I can added to Nowy Sacz, to town function, the new function, very important to create the town for the future.

Paradiso: This person who is responsible for evaluating faculty, Marek Lisinski, what is his position at the school?

Pawlowski: He is the Dziekan for the management school, and his own position is equivalent to Dean's position here.

My plan for this academic year is prepare this next department, separately, public administration, and business law as a second department to added to our school in the next year, and in that way to create the future university, full university.

The position of Marek Lisinski is very high. It does mean, I try to get him as much independence as possible. I must say that in this moment cooperation is very good. I have absolutely good situation. The program started good. The classes are very good condition, and teachers and instructor are accept by our students.

I have many independent sources, I can say, and I try to through students not evaluate exactly but knows about the level of lectures and quality of instructor and teachers. And, I have very special independent source of evaluation, my daughter Kinga, who is a student at the school.

And, I must say, Jim, that unexpected for me is very good atmosphere between new students. They are very happy. They are absolutely satisfied from the level of our school.

And, from the second point of view, our most experienced teacher, which spent with us three years, they can compare this three years, that is, the level of students, and I can say, the level is improving. Faculty recognize that quality of the new students are higher than the last year. And, this last year are higher than the first year. It does mean, position the new school increasing, because the better applicant decided to study in our school. That is very important.

I afraid a little this too big acceptance of level of the school. And, I am afraid that it can make our happy and satisfied and asleep us, to fall us asleep.

Paradiso: I understand that at the same time students are satisfied with the faculty you're actively recruiting new faculty for the school. What does WSB-NLU offer faculty from the U.S. that they could not get in the U.S. as teachers?

Pawlowski: This system not work, doesn't work. For me, for the long distance, I think that the most important is the Polish faculty. And, for long term prediction in my plan, I think that addition to our faculty only a few person, very experienced, which can guide our new faculty would be very good mixture.

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Author's note: WSB-NLU is seeking English language teachers to maintain its high standards of achievement in Nowy Sacz, Poland.

WSB-NLU will consider applications from experienced and inexperienced teachers. An experienced teacher must possess one of the following: MA in TESOL, Applied Linguistics, Education, or English Teaching; RSA diploma; or RSA certificate.

Inexperienced teachers may be considered for a contract in conjunction with International House, a British organization specializing in teacher training. Inexperienced teachers would attend a four-week intensive certification course offered in Krakow, Poland, which would provide practical training to prepare for the start of the school year.

In general, teachers receive a monthly salary, housing, air fare, Polish health care, and Polish language lessons.

The town of Nowy Sacz, which is 701 years old, has a population of 70,000, and is

located in the Tetras Mountains. Krakow, one of the oldest cities in Europe, is a two-hour bus or train ride away. Prague, Budapest, Vienna, and Moscow are also accessible by public transportation.

To be considered for a position, please send your resume and two letters of recommendation to:

Dr. Janice Keith
Director for Continuing Education
National-Louis University
2840 N. Sheridan Road
Evanston, Illinois 60201-1796 USA
Phone: 1-800-443-5522, ext. 5303
Fax: 708-465-0593

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ENDNOTES

1. The Rector is the highest ranking officer in a Polish university.
2. Koblenz is a city in western Germany about 80 kilometres (48 miles) northwest of Frankfurt.
3. The zloty (zl) is the basic unit of currency in Poland. In 1990, the exchange rate was about 9500 zl to $ 1 (U.S.) So, 700 million zl was equivalent to about $ 73,684 (U.S.).

4. Irena Peszko, a small business owner in Nowy Sacz, is currently an administrator at WSB-NLU in Nowy Sacz and President of the Nowy Sacz-Podhale Educational Foundation.
5. Kazimierz Pazgan, a wealthy Polish entrepreneur, was featured in Fortune magazine's article, "Who's who in the East, the people to know are both colorful and energetic" (July 29, 1991).
6. During the 1991-1992 and 1992-1993 academic years, the school was located in the Palac (Palace) Stadnickich in the city of Nowojowa, 300 kilometres (about 180 miles) south of Warsaw. At the beginning of the 1993-1994 academic year, the school relocated to the city of Nowy Sacz, seven kilometres (about four miles) northwest of Nowojowa.
7. Chicago has the largest Polish population in the world outside of Warsaw, and it has a large population from the Nowy Sacz region of Poland.
8. Dr. Hubert Romanowski, a scientist who was active in Poland's Solidarity movement and later served as the first Consul General of the Republic of Poland during the post-communist era in Chicago and as Counselor of Science and Technology at the Polish Embassy in Washington, D.C., died in a car accident during May of 1993.
9. Ed Rund is a member of NLU's Department of Academic Advancement. Bogdan Pukszta is Administrative Director of NLU's Language Institute in Chicago. Ed Risinger is Dean of the College of Arts and Science and Vice President of Academic Advancement at NLU.
10. 40 degrees Centigrade would be over 100 degrees Fahrenheit. Perhaps Dr. Pawlowski meant minus14 degrees centigrade (about seven degrees Fahrenheit).
11. California State University at Fresno recently received a grant from the United States Information Agency to establish a faculty exchange program with WSB-NLU during the 1993-1994 academic year.
12. Lisa Eret is a member of the faculty of NLU's Language Institute in Chicago and the Coordinator of the English Language Program in Nowy Sacz.
13. 900 million zloty is about $45,000 at the current exchange rate of about 20000

zloty to $1 (U.S.).

14. 3 billion zloty is about $150,000 at the current exchange rate of about 20000 zloty to $1 (U.S.).

15. Fred Widlak is a member of the faculty of NLU's College of Management and Business, and he is Pro-Rector at WSB-NLU. Alex Koohang is also a member of the faculty of NLU's College of Management and Business, and he taught for 10 months during 1993 at WSB-NLU in Nowy Sacz. Ω

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